

# A Changing Paradigm

## COLD WAR SYSTEM

1945-1988

- **OVER-ARCHING FEATURE:**  
**Division** (Country or Company)
- **SYMBOL:** **Wall**
- **REACHED FOR** **the Hot Line**
- **POWER** in nation states and the drama of states confronting states, balancing states, and aligning states
- **BALANCE:** **United State & Soviet Union**

This diagram is based on Thomas Friedman's theory on the changing global paradigm as found in the opening essay, "Prologue: The Super Story," in *Longitudes and Attitudes: The World in the Age of Terrorism* (New York, 2003)



## GLOBALIZATION

1980s—PRESENT

- **OVER-ARCHING FEATURE:**  
**Integration**
- **SYMBOL:** **Web**
- **REACHED FOR** **the Internet**  
All are connected and nobody is quite in charge. Not everyone benefits; backlash; pendulum of change moves
- **3 COMPETING TYPES OF BALANCE:**
  1. **Traditional Nation States**  
United States=sole, dominant power
  2. **Nation States and Global Markets**  
"Supermarkets"
  3. **Individuals and Nation States**  
Individuals have more power to influence markets and nation states/ "Super empowered" individuals appear

**1998:** United States fired cruise missiles (\$1 million each) at one person—Osama bin Laden. Considered the first battle between a Superpower and an empowered angry man. **Second battle:** September 11, 2001

Globalization is the inexorable integration of markets, transportation systems, and communication systems to a degree never witnessed. . . enabling corporations, countries, and individuals to reach around the world farther, faster, deeper, and cheaper than ever before and *vice versa*.